



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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IN REPLY REFER TO

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OPNAV Instruction 4000.85

From: Chief of Naval Operations

Subj: NAVY LOGISTICS SYSTEM

Ref: (a) JCS Pub 1, Subj: Dictionary of Military and Associated
 Terms of 1 Apr 1984 (NOTAL)
 (b) OPNAVINST 5430.48B (NOTAL)
 (c) SM-362-84, Subj: Joint Operational Planning System
 Volume I of 28 Jun 1984 (NOTAL)

Encl: (1) Naval Logistics Functions

1. Purpose. To issue a single source document which defines the scope and function of the Navy Logistics System, clarifies the assignment of functions and responsibilities within the system and outlines the functional interaction required between this system, defense agencies, other Services, and the unified, specified and component commanders.

2. Background

a. Logistics, as defined in JCS Pub 1 (reference (a)) is "The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with: (a) design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; (b) movement, evacuation, and hospitalization of personnel; (c) acquisition or construction, maintenance, operation, and disposition of facilities; (d) acquisition or furnishing of services." Thus, logistics is broadly defined in terms of products provided to an end user (equipment, supplies, facilities, services and trained manpower) and in terms of the processes used to provide and maintain those products (production, procurement, transportation, distribution, training and maintenance).

b. To address such requirements, the Navy Logistics System has grown in size, complexity and tempo of operations in response to an expanding demand for logistics support of naval operations. Logistics functions and responsibilities involve, to some extent, every command within the Navy. This instruction is intended to serve as a single source document which defines and clarifies the Navy logistics functions and responsibilities in the present system.

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3. Functions. The Navy Logistics System provides logistics products and employs logistics processes in a form tailored to the Navy's support needs. The system is comprised of three primary, interactive functions: acquisition logistics, in-service support and operational logistics. Acquisition logistics activities are, for the most part, carried out by the Systems Commands (SYSCOMs) as directed by the Chief of Naval Operations. In-service support activities, which are performed by the Shore Establishment and Operating Forces, provide a major interface between acquisition and operational logistics. Operational logistics activities are, for the most part, carried out by units afloat and ashore as directed by the respective Fleet Commanders-in-Chief. Effective interaction among acquisition, in-service support and operational logistics functions provides the foundation for Navy readiness and sustainability in both peace and war. These functions, and their relationship with joint logistics and mobilization activities, are defined and discussed in enclosure (1).

4. Responsibilities

a. Office of the Chief of Naval Operations. The principal Navy Logistics System responsibilities within the CNO staff are set forth in reference (b) and can be summarized as follows:

(1) OPNAV Program Sponsors. Conduct Planning, Programming and Budgeting System (PPBS) activities to define and address Operating Force acquisition and in-service support logistics requirements. Coordinate actions in these areas with cognizant OPNAV staff elements, Navy commands, other Services, OJCS/DOD elements and second echelon commands, to ensure effective integration of logistics considerations within the PPBS process.

(2) Deputy Chief of Naval Operations (Logistics). In addition to assigned logistics program sponsor responsibilities, assess the overall adequacy of OPNAV and Navy second echelon command support of Operating Force logistics requirements. Develop and refine Navy acquisition logistic policy for weapons/support systems and equipment, evaluating its implementation by OPNAV program sponsors and second echelon commands. Develop and refine Navy operational logistics policy, coordinating the integration of operational logistics planning efforts with acquisition and in-service support logistics functions. Coordinate with the Deputy Chief of Naval Operations (Plans, Policy and Operations) and other cognizant OPNAV staff elements to:

(a) Conduct the logistic review of unified commander war plans as per reference (c).

(b) Integrate overall Navy logistics activity within the Joint arena.

(c) Conduct logistics-related mobilization and industrial preparedness planning efforts.

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(3) Director, Navy Program Planning. Exercise overall policy, program and budget supervision in allocation and execution of Navy logistic system resources. Review, analyze and appraise the relative effectiveness of resource alternatives proposed and implemented by OPNAV program sponsors.

(4) Deputy Chief of Naval Operations (Plans, Policy and Operations). Provide strategic concepts and planning guidance for mobilization and ensure continuity of command and function for the Navy Logistics System across the spectrum of war.

b. Shore Establishment. The principal Navy Logistics System responsibilities of the second echelon commands within the shore establishment are as follows:

(1) Systems Commands (SYSCOMs). Develop and refine Navy in-service support logistics policy relating to the Navy supply system, Navy facilities engineering and Navy maintenance. Implement acquisition and in-service support logistics activities relating to weapon/support system and equipment procurement, production and life cycle logistics support as directed by OPNAV program sponsors.

(2) Manpower, Personnel, Training and Medical Commands. Implement the acquisition and in-service support logistics activities relating to the training, support and medical care of Navy personnel as directed by OPNAV program sponsors.

(3) Other Shore Establishment Commands. Implement the acquisition and in-service support logistics activities relating to the procurement, production and life cycle support of specialized systems and equipment as directed by OPNAV program sponsors.

c. Operating Forces. The principal Navy Logistics System responsibilities of second echelon commands within the operating forces are as follows:

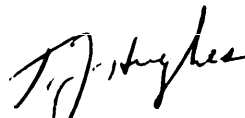
(1) Fleet Commanders-in-Chiefs. Perform the operational and in-service support logistics activities required to conduct the potential range of naval operations specified by National Command Authority (NCA) through the unified and specified commanders. Identify acquisition and in-service support logistic requirements which are the primary responsibility of the shore establishment based on the range of naval operations anticipated. Forward logistic requirements identified to the cognizant shore establishment activity.

(2) Other Navy Component Commanders. In conjunction with the Fleet Commanders-in-Chief, perform the operational logistics activities required to conduct the potential range of naval operations specified by NCA through the unified and specified commanders. Identify acquisition and in-service support logistic requirements which are the primary responsibilities of the shore establishment and Fleet Commanders-in-Chief based on the range of naval operations anticipated. Forward logistic requirements identified to the cognizant shore establishment activity.

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(3) Other Navy Operating Force Commanders. Perform unique acquisition, in-service support and operational logistics activities relating to support of Naval Reserve, military sealift, mine warfare and operational test and evaluation missions, functions and tasks.



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NAVAL LOGISTICS FUNCTIONS

- Ref: (a) SECNAVINST 5000.1B (NOTAL)
(b) OPNAVINST 5000.42B (NOTAL)
(c) SECNAVINST 5000.39 (NOTAL)
(d) OPNAVINST 5000.49 (NOTAL)
(e) DOD Directive 4140.25 of 15 May 1980 (NOTAL)
(f) OPNAVINST 4423.4 (NOTAL)
(g) OPNAVINST 4040.33E (NOTAL)
(h) DOD Instruction 4270.1 of 11 Jul 1983 (NOTAL)
(i) DOD Instruction 6015.17 of 17 Mar 1983 (NOTAL)
(j) OPNAVINST 11000.16 (NOTAL)
(k) DOD Instruction 5160.65 of 17 Nov 1981 (NOTAL)
(l) OPNAVINST 8010.12D (NOTAL)
(m) NAVSUP Pub 437, Subj: MILSTRIP/MILSTRAP of May 1986 (NOTAL)
(n) NAVSUP Pub 485, Subj: Afloat Supply Procedures of Feb 1984 (NOTAL)
(o) NAVSO P-1500, Subj: Navy Policy and Standards for Supply Management of Jun 1983 (NOTAL)
(p) NAVSUP Manual, Volume II, Subj: Supply Ashore of Feb 1986 (NOTAL)
(q) OPNAVINST 4790.2C (NOTAL)
(r) OPNAVINST 4790.4A (NOTAL)
(s) OPNAVINST 8600.2 (NOTAL)
(t) OPNAVINST 5090.1 (NOTAL)
(u) OPNAVINST 5100.23B (NOTAL)
(v) OPNAVINST 11010.23B (NOTAL)
(w) SM-523-85, Subj: Joint Strategic Capabilities Plan Annex B of 6 Aug 1985 (NOTAL)
(x) OPNAVINST S3061.1B (NOTAL)
(y) SM-519-86, Subj: Joint Strategic Capabilities Plan Annex J of 18 Aug 1986 (NOTAL)
(z) SM-362-84, Subj: Joint Operational Planning System Volume I of 28 Jun 1984 (NOTAL)
(aa) NWP-11, Subj: Naval Operational Planning of 1 May 1984 (NOTAL)
(ab) OPNAV 60 P-1-85, Subj: The Maritime Strategy of 1 Nov 1985

1. This enclosure defines the principal elements of each of the three functions of the Navy Logistics System: acquisition logistics in-service support, and operational logistics. It also describes the relationship of the system with joint logistic and mobilization activities which support Operating Force logistics requirements.

2. Acquisition Logistics. Navy investment in logistics support resources and services provides the basic building blocks of Operational Force readiness and sustainability. The principal acquisition logistics functions are:

a. Support Systems. Acquisition of support systems encompasses procurement of the Integrated Logistics Support (ILS) elements and operational support systems required by the Operating Forces.

(1) Integrated Logistics Support (ILS). Acquisition of ILS includes procurement and production of the following Logistic Elements for the weapons and operational support systems, equipment and secondary items acquired or modified by the Navy for use within the Operational Forces:

- (a) Maintenance Planning.
- (b) Manpower and Personnel.
- (c) Supply Support (including spares and repair parts).
- (d) Support Equipment.
- (e) Technical Data.
- (f) Training and Training Support.
- (g) Computer Resources Support.
- (h) Facilities (including land).
- (i) Packaging, Handling, Storage and Transportation.
- (j) Logistic Design Interface.

Moreover, Navy ILS management activities - enhanced through Logistics R&D program efforts - ensure a disciplined, unified and iterative approach to acquisition logistics management and technical activities through the entire life cycle of the acquired system. Overall acquisition and management of ILS for Navy systems and equipment are governed by references (a) through (d).

(2) Operational Support Systems. Acquisition of operational support systems includes the research, development, procurement and/or production of Combat Logistics Force and other Service Force ships/ craft, organic airlift cargo and tanker aircraft, strategic sealift ships and related logistics delivery system equipment and Advanced Base Functional Components (ABFCs). The procurement of such systems may involve purchase, lease and/or requisition, depending on the nature and magnitude of the delivery requirement. Selected weapons systems may also be configured to perform logistics delivery system functions, e.g., H-53, KA-6D. The acquisition of support systems is governed by references (a) and (b).

b. Commodities. Acquisition of commodities includes procurement and/or production of food, clothing, personal items, petroleum, oil, and lubricants (POL), and consumable medical support items required by the Operating Forces. The Navy relies heavily upon the Defense Logistics Agency (DLA) for the actual procurement and/or production of these commodities, although in some cases they may be purchased directly by Navy activities. Navy policy on the acquisition of commodities is governed by references (e) and (f).

c. Facilities. Acquisition of facilities includes the procurement of real property and/or construction of buildings, shelters, piers, wharves and other semi-permanent or permanent improvements to real property required to support the systems and personnel of the Operational Forces. These activities encompass the construction, purchase, or lease of system-peculiar requirements (as defined through the ILS process) as well as general Operating Force facility needs based on force structure and deployment requirements. The acquisition of facilities within the Navy is governed by reference (a), and references (g) through (j).

d. Ordnance. Acquisition of ordnance includes the procurement and/or production of the threat-oriented weapons and Level of Effort (LOE) ordnance required by the Operating Forces and the shore establishment. Threat weapons include missiles, mines and torpedoes. LOE ordnance includes ship gun ammunition, air strike munitions including precision-guided munitions (PGM), sonobuoys and other miscellaneous munitions. Threat-oriented weapons and PGMs usually require the application of ILS methodology to ensure proper support. Since ordnance is not generally considered a logistic support resource by the acquisition establishment, its procurement and production is related to but not an integral part of acquisition logistics. Nonetheless, maintaining adequate inventory levels and ensuring sufficient resupply of ordnance is crucial to the support of naval operations. The Navy procures and/or produces service-unique threat weapons, ammunition and explosive devices, and relies on the Single Manager for Conventional Ammunition (SMCA) and the other Services for procurement and/or production of other ordnance requirements. Navy activities related to acquisition of ordnance are governed by references (k) and (l).

3. In-Service Support. The Operating Forces require distribution of necessary supplies and proper maintenance of weapon and support systems to ensure that peacetime and wartime force readiness and sustainability goals are met or exceeded. The principal in-service support functions performed by elements of the Shore Establishment and Operating Forces are as follows:

a. Navy Supply System. The mission of the Navy Supply System is to provide supplies and services to satisfy peacetime and wartime fleet and other customer mission requirements in a timely manner. Distribution of secondary items and commodities acquired by the Navy, other DOD activities, or the General Services Administration (GSA) includes the cataloging, stocking, inventory control, management and disposal of initial and replenishment supplies required by the Operating Forces. Overall supply system management, including wholesale operations, is performed by the Naval Supply Systems Command through Inventory Control Points and Naval Supply Centers. Retail supply management is generally performed within the units and commands of the Operating Forces. Navy activities relating to the management and operation of the Navy Supply System are governed by references (m) through (p).

b. Navy Maintenance. Maintenance of ships, aircraft, submarines, weapons and equipment is based on overall CNO policies issued for the respective platforms and systems. Actual maintenance of Navy assets is performed on a decentralized basis within the various communities by fleet units and organic or contractor depots/shipyards. Specific maintenance actions performed are based on a maintenance concept established during the acquisition phase of an item by the ILS process and modified throughout its in-service support period. The evolution of maintenance policies, concepts and practices within the various communities is an iterative process involving both Shore Establishment and Operating Forces. Navy activities relating to maintenance policies and practices are governed by references (q) through (s).

c. Bases and Base Operating Support. Operation and maintenance of bases, stations and facilities in CONUS and overseas provides the foundation for support of the Operating Forces. The establishment, operation, improvement and upkeep of Navy real property - including safety and environmental policy and practice - is a combined effort involving both the Shore Establishment and Operating Forces. Navy activities relating to the operation and maintenance of Bases and Base Operating Support are governed by reference (j), and references (t) through (v).

4. Operational Logistics. The allocation of logistics support resources at all levels within the Operating Forces enables the successful execution of assigned missions. Although at first glance operational logistics seems to focus on transportation, the integration of distribution and maintenance functions in support of deployed forces is of equal importance.

a. Continental U.S.(CONUS) Ports. Embarkation of systems, equipment and logistics support resources destined for deploying or deployed Operating Forces on air and sealift assets occurs at CONUS ports. Detailed embarkation planning and execution is usually conducted at or near the unit level. Since CONUS ports may be used by more than one Service, Navy embarkation planning and management efforts for large-scale operations must be coordinated within the joint arena. The ability of air and seaports of embarkation (APOEs and SPOEs) to sustain the peacetime and wartime outloading rates required for personnel, equipment, dry cargo, POL and ordnance is a central factor in deployment and resupply of the Operating Forces. The throughput ability of the APOEs and SPOEs, therefore, warrants early planning attention. References (w) through (z) provide overall guidance for CONUS port embarkation planning within the joint arena.

b. Strategic Lift. Intertheater transportation of the systems, equipment and logistics support resources required by the deployed forces of all the Services is accomplished via strategic air and sealift. One of the Navy's principal missions, strategic sealift, provides approximately 95 percent of U.S. joint strategic lift capacity. Most Navy and Marine Corps resupply flows via strategic sealift to the forces ashore and afloat operating in-theater, but

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the Navy also requires strategic airlift support for transportation of high priority cargo and passengers. Since strategic airlift and sealift are used by all Services, the lift assets of the Transportation Operating Agencies (TOA) are allocated on a worldwide priority basis. If this allocation falls short of stated lift requirements, a concurrent impact on the execution of operational plans results. References (w) through (z) provide additional guidance concerning the process for apportionment/allocation of strategic lift within the joint arena in times of national emergency.

c. In-Theater Support Services. Maintenance and distribution functions for support of Navy units within the theater of operations include forward-based maintenance/battle damage repair capabilities (afloat and ashore), cargo storage (including ashore and afloat prepositioning), cargo handling/transshipment (including intermodal handling and over-the-shore delivery), spare and repair parts stockage and distribution, and personnel/medical support functions. Navy in-theater support services may be provided by fixed or mobile ports/bases, specially configured strategic sealift ships, Service Force ships or any combination thereof. Detailed in-theater support service planning and execution is usually conducted at or near the unit level and then aggregated to estimate overall Operating Force in-theater support service requirements. References (w), (x) and (aa) provide overall guidance for in-theater support service planning within the Navy.

d. Shuttle Lift. Intratheater air and seaborne transportation of logistics support resources destined for deployed units of the Operating Forces is accomplished by Combat Logistics Force shuttle ships and Air Force or Navy organic airlift assets. Although shuttle lift primarily supports forward-deployed afloat units, it also provides support to other Navy units within the theater of operations. The logistics support resources transported into the theater by strategic lift are generally redirected via in-theater Advanced Logistic Support Bases (ALSBs) or Forward Logistic Sites (FLSs) onto Navy shuttle lift assets for delivery to the ultimate Navy consumer unit. Detailed shuttle lift planning and execution is usually performed at or near the unit level and then aggregated to estimate overall shuttle lift requirements. References (x) and (aa) provide overall guidance for shuttle lift planning within the Navy.

e. Battle Force/Unit Logistics. Distribution, maintenance and resupply of battle force/unit weapon systems, support systems and equipment ultimately enable the elements of the Operating Forces to perform their assigned missions. The consumption rate of logistics resources and services - a mission-dependent variable - dictates the planning, management and execution of logistic activities within the battle force/unit. Since battle forces or individual units (such as land-based patrol squadrons, construction battalions, etc.) are not self-sustaining, in the long-term their consumption

rate drives the requirement for logistics support that originates outside the force or unit. As a result, close integration of battle force/unit logistics with shuttle lift and in-theater support service functions is required to ensure the readiness and sustainability of deployed Navy units across the possible range of mission scenarios. Reference (aa), as augmented by existing fleet Standard Operating Procedures (SOPs), provides overall guidance for battle force/unit logistics activities.

f. Operational Logistics Planning. At the unit level, Naval Warfare Publications (NWP) and pertinent Standard Operating Procedures (SOPs) are used to plan and execute operational logistics activities. Other Navy planners (task-force level or above) use logistics planning factors and other methodologies outlined in reference (aa) to estimate potential force/unit consumption of logistics resources on an aggregated basis for various mission scenarios. Based on these efforts, Operating Force - Shore Establishment "sourcing" (both formal and informal) occurs at various levels; a process which involves the full spectrum of operational units, type commanders and cognizant shore activities. Such operational logistics "sourcing" facilitates the apportionment and allocation of the logistics resources and services throughout the Navy operational logistics chain. Within the joint arena, operational logistics planning to support large-scale unified Commander in Chief (CINC) operations and contingency plans, based on Navy and other Service input, is conducted by the OJCS and CINCs as part of the Joint Operational Planning System (JOPS) deliberate planning process (reference (z)). Operational logistics planning thus provides the integration necessary for successful execution of operational logistics support activities at all levels within the Navy Logistics System.

5. Joint Interface. Interaction between the Navy Logistics System and other logistic activity within the Department of Defense is also critical in ensuring proper support of the Operating Forces. The principal points of interdependence are as follows:

a. DOD Agencies. The Navy Logistics System obtains various logistics commodities - for example, secondary items, personnel and medical support items - from components of the Defense Logistics Agency.

b. Other Services. The Navy Logistics System relies on Army and Air Force acquisition logisticians for Navy systems, equipment and ordnance originally developed and/or under logistics life cycle management by that Service.

c. OJCS. The Navy Logistics System interacts with the Joint Staff and its agencies to develop and refine operational logistics planning and execution methodologies and to provide overall coordination of interservice logistics activities.

d. Unified, Specified and Component Commanders. The Navy Logistics System, through operational logisticians assigned to Navy component and shore commands, participates with other logisticians in the unified command structure to identify and provide the logistics resources and services required for execution of operations carried out by the naval forces assigned to unified commanders. These efforts are conducted within the overall framework of JOPS, the Joint Deployment System (JDS) and the Operational Planning (OPLAN) review process.

e. Transportation Operating Agencies (TOAs). Management and operation of the Military Sealift Command (MSC), the TOA responsible for sealift transportation, is within the scope of the Navy Logistics System. MSC performs one of the Navy's principal missions in accommodating the strategic sealift requirements of all the Services. The other TOAs, Military Airlift Command and Military Traffic Management Command, provide for Navy intertheater airlift and CONUS and intratheater ground transportation requirements, respectively. In peacetime, all service lift requirements are prioritized within the joint arena and dispositioned based upon procedures agreed to by the Services. For planning, the JCS apportions projected wartime joint strategic lift assets using information from the JDS and JOPS. In wartime, unified commanders will provide lift resources to the service components within their respective theaters based on the strategic lift resources actually allocated to their unified command by the JCS.

6. Mobilization. The pace of Navy Logistics System activity is directly linked to the mission requirements of the Operating Forces. As the level of operational tempo increases from peacetime to crisis or national emergency, various levels of Operating Force mobilization must take place to provide the military capability required. Increases in Operating Force activity must be paralleled by a concurrent mobilization of the logistics resources and services required to support accelerated operations. For the most part, the same Navy Logistics System functions outlined above apply to both peacetime and partial or full mobilization situations. Since the system must be prepared to accelerate and/or increase its output of logistics resources and services at any time, steps must be taken far in advance of a potential crisis to ensure this increased capacity has, in fact, been designed in. Mobilization planning activities must be conducted and exercised to ensure expansion of logistics functions occurs as required.

a. Industrial Preparedness. Determining the capability of the industrial base to allow increased output of Navy systems, equipment and logistics resources and services in the event of mobilization is the primary function of Industrial Preparedness Planning (IPP). Such capability is integrally related to peacetime acquisition logistics production and procurement activities. IPP must provide for the expansion of industrial capacity to meet projected requirements for Navy weapons systems and equipment as well as logistics resources and services.

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b. Mobilization Planning. Other logistics resource and service functions also require advance planning to ensure the proper range and depth of logistics support is available in the event of mobilization. The Navy Capabilities and Mobilization Plan, reference (x), and Operating Force and Shore Establishment Logistics Support and Mobilization Plans (LSMPs), published and updated by OPNAV and second echelon commands respectively, address this aspect of mobilization planning.

7. Navy Logistics Functional Integration. Navy Logistics System interaction among the three primary functions described above - acquisition, in-service support and operational logistics - and the System's interface with joint logistic and mobilization activities serve to integrate the efforts performed within the respective functional areas. Effective integration is a crucial step in the process toward achieving Navy logistic readiness and sustainability. As represented in Attachment A, operational logistics functions provide for logistics support of ongoing fleet operations, and generate logistics requirements by identifying and articulating fleet needs. Such operational logistics planning must encompass the entire spectrum of employment envisioned by the unified command structure and Navy Maritime Strategy (reference (ab)). In-service support must provide the logistic infrastructure necessary to meet the day-to-day support required for the operation and maintenance of Navy units in any contingency. Acquisition logistics seeks to meet fleet requirements by designing and procuring logistics resources, services and support systems through the Planning, Programming and Budgeting System (PPBS). As these goods and services emerge from the acquisition process, they are integrated into in-service support and operational logistics efforts. This constant cycle is the foundation of the Navy Logistics System.

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